

PLANNING AHEAD

Notes for the Planning and Policy Community

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Notes from Jim Johnson


By now, everyone in the Corps should know the importance our new Chief of Engineers, LTG Bob Flowers, places on synergy, i.e., “the fruit of thinking win-win and seeking first to understand ... It’s not compromise ... It’s the creation of third alternatives that are genuinely better than solutions individuals could ever come up with on their own.” We can go a long way in achieving that synergy through effective partnerships and collaboration, using the principles of the project management business process (PMBP). These partnerships need to be both vertical and horizontal, internal and external.

The Comprehensive Everglades Restoration Program provides both an excellent example of effective partnerships, as well as an opportunity for even greater collaboration. In terms of external collaboration, we effectively partnered with the South Florida Water Management District, the State of Florida, as well as the Department of Interior and the Environmental Protection Agency, and most notably the public and public interests groups.

The Chief has now challenged us to improve our internal collaboration, such that every office in Headquarters is involved in the effort. This is also occurring at South Atlantic Division and Jacksonville District. MG Phil Anderson calls our total vertical and horizontal team, “Team Everglades.”

We need to expand that teamwork and collaboration Corps-wide. Internally, we need to successfully employ the PMBP, and in doing so fully utilize the capability and unleash the potential of every person and organization. Externally, we need to collaborate effectively with our partners, public interests and stakeholders at every level- local, regional and Federal.

One example of more effective collaboration is on the Upper Mississippi River-Illinois Waterway Navigation System Study, where the Chief set up a Principals Group of Washington-level representatives of Department of Transportation (MARAD), Environmental Protection Agency, Department of Interior and Department of Agriculture to provide him with recommendations in addressing the National Research Council’s concerns on that study.

Collaborative partnerships work at every level. This must be our standard business procedure and not an anomaly. I would like to know when you have examples of where we are partnering effectively, as well as where there are opportunities for more collaborative partnering. Over the next few months, I will be meeting regularly with prospective partners at every level – local, regional and national. It will help if I can cite examples of success, and it will also help if I can encourage others to join us in collaborative partnerships. Most importantly, the Chief has indicated that synergy will be incorporated into everything this organization does. Let’s practice it now. 

Senior Planning Vacancies

We have created this special section in *Planning Ahead* to highlight vacancy announcements for senior planning positions, especially planning chief positions. We encourage all divisions and districts to place senior planner position announcements in *Planning Ahead* to give them greater visibility. Also you can find most vacancy announcements at <http://cpol.army.mil/va/scripts/public.html>

Phoenix, Water Resources Planning Section C

The Los Angeles District has a Plan Formulation Section located in Phoenix, Arizona. This Section is looking for both experienced and beginning planners for a large and varied Civil Works water resources development program in Arizona and Southern Nevada. We have vacancies at GS7 through GS12 levels for interdisciplinary planners from the following titles/series: (0020, Community Planning, 0101, Social Science, 0401 Biological Science, 0807 Landscape Architect, Civil Engineer, and 1301 Physical Scientist). Our program has allowed qualified people to become leaders in the Corps planning community and explore new and innovative methods of doing business.

The Section is involved in innovative studies in environmental restoration as well as traditional flood control types. We are currently working with both local communities and Native American Tribes. Please visit the Arizona website for the Los Angeles District at <http://www.spl.usace.army.mil/pd/az/index.html> for an example of some of our recent studies.

Phoenix is the capital of the state of Arizona and the sixth largest city in the nation. It is surrounded by the Sonoran Desert and normally has beautiful, mild weather for nine months out of the year. The area has several universities including Arizona State University, University of Phoenix, Grand

Canyon University, and The International School of Business Management. It is known for its variety of recreational opportunities, such as biking, swimming, hiking, nearby skiing, camping, world-renowned scenery throughout the state, and is home to several sports teams. The cost of living is comparatively low, making this location an affordable place in which to buy a home and raise a family. For more information on Phoenix and Arizona check the following websites: <http://www.phoenixchamber.com/>, <http://phoenix.citysearch.com/>, and <http://www.azcentral.com/>.

If you are interested in employment in Phoenix, be sure to provide your Resumix information to the Western Civilian Personnel Operations Center WCPOC at Fort Huachuca, Arizona (<http://www.wcpoc.army.mil/home/WestCPOC.htm>). For additional information on these vacancies or the Phoenix Office of the Los Angeles District, call or email Joe Dixon at 602 –640-2003 or jdixon@spl.usace.army.mil

Huntington District

Mr. James S. Everman recently retired as Chief, Planning Branch, Huntington District, after approximately 34 years service. The District planning organization has been combined with project management to form the Planning, Programs and Project Management Division. The District is now actively recruiting for a new Chief, Planning Branch with an advertisement closing date of 1 May 2001. Planning Branch consists of three Sections: Floodplain Management/ Special Studies Section, Plan Formulation Section and Environmental Analysis Section, employing about 40 FTE.

Mr. Larry E. Workman, Chief of Floodplain Management Section, is also retiring effective 1 June 2001. The advertisement for this position will be out very soon.

Any questions concerning the above information should be directed to Larry E. Workman, at 304-529-5644.

Chief, Planning Division. Develops, coordinates, and manages the District's General Investigation (GI) Program. Through subordinate supervisors, exercises staff supervision and overall management responsibility for activities of the Division - Prepares both pre- and post-authorization reports on a variety of water resources projects; manages studies/projects associated with the Continuing Authorities Program; prepares, negotiates, and monitors local cost-sharing agreements for both studies and projects; provides planning support; provides economic studies required to support District activities; assures environmental compliance in all District activities, including environmental investigations and Environmental Impact Statements, Assessments, etc. in accordance with the National Environmental Policy Act (NEPA), Clean Water Act, Endangered Species Act, and other applicable laws, regulations, policies and procedures; executes the District's cultural resources programs which involves identifying, preserving, and enhancing historical, cultural, and archeological resources at existing and proposed projects; provides land use planning and design of recreation, aesthetic considerations, planting and landscape, and beautification and environmental protection measures for all existing and proposed District projects. Maintains executive level liaison with Programs and Project Management, Engineering, Real Estate, Construction, and other major elements of the District, ORD, and HQUSACE to discuss policy issues and/or issues arising during the execution of the assigned planning programs. Co-chairs the Planning Board of Review, the division's quality assurance/quality control board. Provides support to District, ORD, and HQUSACE Mobilization Plans and special directives. Apply through RESUMIX at the NC CPOC site for the Announcement Number GN011757 (also see GN011756).

Jacksonville District

Supervisory Interdisciplinary, GS-14, Planning Division, Ecosystems Branch

Internal Announcement GV-01-0068 - 0068E - closes 17 May 2001

The address for the Army Civilian Personnel Online Vacancy Announcements is:

<http://cpol.army.mil/va/scripts/public.html>


Point of contact for this vacancy is Sharon Tarlton, X-1192.

Institute for Water Resources

The Institute for Water Resources has initiated recruitment actions to fill two Division Chief (GS-15) vacancies: Navigation & Water Resources Applications Division and the Decision Methodologies Division. Vacancy announcements should soon be available on the Department of Army Civilian Personnel On-line web site (<http://cpol.army.mil>).

The Chief, Navigation & Water Resources Applications Division is responsible for managing an interdisciplinary staff focused on improving the socio-economic analytical capability of Corps in planning, operating and maintaining U.S. water transportation systems. The division chief formulates program objectives, study approaches, budgets/schedules, project scopes and manages IWR's navigation analysis program, which encompasses the evaluation of Corps project improvements at deep-draft ports, shallow draft harbors and inland waterways. The chief also leads coordination with CECW, OASA(CW), Corps districts, Federal agencies, the Inland Waterways Users Board and other practitioners on national transportation and public works issues including NED benefit evaluation of navigation improvements, investment strategies, cost recovery, performance management, O&M improvements and regional economic impacts. The division also conducts national assessments of deep draft and inland waterway vessel operating costs; fleet, commodity and traffic forecasts; and evaluation of the status of Corps trust funds.

The Chief, Decision Methodologies Division is responsible for overall planning, development, organization and execution of a study program focused on improving the economic, social and environmental aspects of water resources planning. The chief directs the development of new and improved investment planning and economic evaluation concepts, methods, analytical procedures, and computer based decision support systems, and leads coordination with ERDC, CECW, OASA(CW), divisions and districts, and other Federal agencies on policies, programs and technical activities for water resources planning processes and methods, economics, environmental analysis, flood damage reduction, navigation, hydropower, recreation and water supply.

These positions will be filled through the National Capital Region Operations Center located at Fort Belvoir, Virginia. You may submit a resume via RESUMIX by following the instructions at <http://cpolrhpb.belvoir.army.mil/ancr/>. For administrative information and assistance, contact Nancy Scott at IWR. For technical and other job-related information, contact Robert Pietrowsky. See web site at <http://www.iwr.usace.army.mil/> for information about the Institute. 

WRDA 2000 Chief of Engineer's Reports

Doug Lamont, CECW-PC

The last 3 months of calendar year 2000 capped an intense Corps-wide effort to complete Chief's Reports on projects authorized in the Water Resources Development Act of 2000 (WRDA 00). Of the 28 projects authorized under Section 101(b) of WRDA 00, all were contingent on completion of a favorable report of the Chief of Engineers signed no later than 31 December 2000. This challenge required full, and intensive, engagement of the entire organization at all levels. The end result was unprecedented: 22 Chief's Reports were signed by the Congressionally imposed deadline. Of the 6 projects remaining, two were successfully combined into one Chief's Report; two reports required reformulation; one required extensive endangered species consultation; one had scheduling problems; and finally one non-Federal sponsor withdrew interest. The teamwork and lessons learned are highlighted in the following memorandum from the Director of Civil Works. When Congress imposes authorization subject to the requirement of completion of a favorable Chief's Report by a certain deadline, it presents unique challenges that require the utmost attention to policy and legal compliance, timeliness, and cooperation. Clearly, those MSC's and districts providing and having well documented QA/QC processes were the most successful.

CECW-ZA

March 22, 2001

MEMORANDUM FOR MAJOR SUBORDINATE COMMANDS AND DISTRICT COMMANDS

SUBJECT: WRDA 2000 Contingent Authorization Reports

1. On 29 December 2000, the Chief of Engineers signed reports completing the authorization of 22 projects included in the Water Resources Development Act (WRDA) of 2000. The number of successfully completed conditional authorizations is unprecedented.

2. Overall, I am very pleased with how both the horizontal and vertical project delivery teams performed. The vertical project teams provided outstanding project leadership to expeditiously recognize and resolve complex planning and policy issues. Similarly, our horizontal, multi-functional teams performed exceptionally well to support report completions. The joint results of these teams prove the efficacy of our project delivery team concepts and our project management business process.

3. While celebrating our success in completing these Chief's reports, we must remind ourselves that the Administration continues to insist that completion of Executive Branch review be a precondition for project authorization. We must not raise sponsor or congressional expectations that are inconsistent with the President's priorities.

4. At the same time, we must strive to improve our studies, reports and the review process recognizing that Congress may continue to authorize projects subject to completion of Chief's reports. I have asked my staff to review the procedures and criteria for responding to congressional committee requests for reports detailing study schedules. We can draw on recent experience to improve our study process to produce even better authorization recommendations. Therefore, I ask you to emphasize the following which apply to all of our planning studies and reports:

a. **Issues Resolution.** Fully resolving issues addressed in the Alternative Formulation Briefing Guidance Memorandum (AFBGM) and comments on the draft feasibility report are

absolutely critical to timely processing of the final feasibility report and the Chief's report. Therefore, I will ask my staff to critically evaluate these elements in reporting schedules in response to committee requests. Commanders must be proactive in identifying and resolving issues as early in the study as possible. It is counter-productive to ignore or defer resolution of recognized issues. Use issues resolution conferences to put issues behind you as soon as possible.

b. **Report Compliance.** Do not submit to HQUSACE any report that the district and division have not determined to be policy compliant. We must not unrealistically create sponsors' and congressional expectations for authorization by submitting reports on projects that are not really ready for authorization.

c. **Report Quality.** Ensure quality as well as timeliness of reports. Congress relies on the quality of our planning process in authorizing projects and the public judges us by the quality of the reports we produce. Emphasize Quality Assurance/Quality Control procedures. Experience demonstrates that investment in and sound application of our quality management process reduces rather than lengthens the time required to achieve a favorable Chief's report.

d. **Partners Expectations.** Accurately and candidly explain the review process to project sponsors. Please don't speculate with partners on the outcome of the review or potential for a favorable Chief's report that may be part of an authorization bill before the project has been reviewed and approved by HQUSACE.

e. **Public Involvement.** Fully coordinate your reports and studies with stakeholders and resource agencies. Proactive pursuit of our public involvement goals will ensure that the final recommendations are founded on the best consensus possible and will minimize surprises during the late stages of report review. Be responsive to stakeholders concerns, even if we see things differently. Inform them of future opportunities to meet and discuss issues throughout project development and implementation including PED. Resource agencies and other stakeholders should not be surprised by anything that appears in the draft and final reports.

5. Please accept my commendation, congratulations, and thanks for your teams' leadership in bringing these important project authorizations to fruition. I am impressed with the commitment of everyone down the stretch. It is imperative that we sustain and strengthen the trust and communication that is so fundamental to good relationships within our organization and with our partners. This is key to maintaining the public's trust. Essayons!

FOR THE COMMANDER:

/s/

HANS A. VAN WINKLE
Major General, USA
Director of Civil Works


Waterborne Transportation Lines of the United States
Arlene L. Dietz – CEWRC-NDC

Need national summary information on the U.S. commercial vessel fleet? Waterborne Commerce Statistics Center, besides publishing two volumes listing all U.S. vessel operating companies and describing their fleets, also publishes **Volume 1 – National Summaries, Waterborne Transportation**

Lines of the United States. This summary volume is available on the web at www.iwr.usace.army.mil/ndc/wtlusv11. The value of the web version is that one can download full color graphs for inclusion into any report or Power Point presentation.

One example of the content is *Figure 2: Summary of the United States Vessel Inventory by Year* which displays total, self-propelled and non-self-propelled vessel numbers for the years 1980, 1985, 1990, 1995, 1998 and 1999. A corresponding table supporting this graph breaks out vessel categories and their capacities for the same years. It shows, for example, that tanker barges have fallen in overall numbers since 1980, however the capacity has increased from 10.4 million short tons in 1980 to 11.4 million short tons in 1999.


Other tables of interest include: The fleet construction for a ten year period, 1990-1999, as depicted in *Figure 3* and *Table 3*; a summary of U.S. flag vessels by age and type as shown in *Figure 4* and *Table 4* (interesting fact is that the largest number of towboats are over 25 year of age); and, *Figure 10* and *Table 10* describe the U.S. shallow draft dry cargo barge fleet.

Contact Waterborne Commerce Statistics Center's Peggy Galliano at 504-862-1404 for assistance with your project specific questions. 

National Ferry Database

Arlene L. Dietz – CEWRC-NDC

The U.S. Department of Transportation (USDOT) released a CD-ROM "National Ferry Database" in December 2000. USDOT worked with NDC's Waterborne Commerce Statistics Center (WCSC), Coast Guard, and Federal Transit Administration to identify companies and available data. They surveyed these companies in year 2000 to obtain not only basic information that is reported in WCSC's **Waterborne Transportation Lines of the U.S.**, but also captured one time only data on financial support.

Copies of this data base will be of interest to districts and divisions who have projects used by ferries. Contact Navigation Data Center's Joyce Smith at 703-428-9061 or on Corps mail in order to obtain copies of the CD-ROM. 

The Once and Future CWAP!


Beverley B. Getzen, CECW-PD

The many, varied initiatives which collectively became the Clean Water Action Plan were aimed at two broad goals: adoption of the watershed approach to solving problems in rivers, streams and coastal areas; and application of more collaborative partnerships among federal, state, tribal, local governments and stakeholders to work effectively on seeking solutions to these watershed problems. These efforts have been even more successful than originally hoped. Now that the leadership at the Executive Branch level has changed, many are asking about the continued existence of the CWAP. Well, the spirit of CWAP lives on! The CWAP Steering Committee's name is now the Interagency Watershed Coordination Committee (IWCC), and we continue to work together at the interagency level with the

view that remaining watershed efforts and actions initiated under CWAP still need some oversight and guidance. However, the majority of the action items are completed, with several key activities continuing. More importantly, the concepts of using partnerships to address problems at the watershed level are widely accepted.

So, it might be fair to ask: "what is the future of watershed protection and partnership-building?" These were the fundamental building blocks with which CWAP was erected in the first place so it is evidence of success that the interagency partnership is alive and strong as ever, still focused on the needs for improving watersheds and making partnerships at the local and regional levels even more effective. While there is no single, cross-cut budget item representing the collective budgets of the partner agencies as in past years, the same basic clean water and watershed programs and priorities are still being pursued. We, the Corps, are continuing our efforts at wetlands protection and restoration, along with an increasing number of basinwide and watershed studies, as well as our environmental restoration projects. Congress has not yet funded initiation of our Challenge 21 program (Sec. 212, WRDA '99), but that will come perhaps in some future budget cycle, now that it is authorized.

The IWCC will continue to work at the interagency level to find ways to leverage our programs, to remove barriers and obstacles, and to find innovative solutions to meeting local and regional watershed and clean water priorities. Most of the regions have active regional partnerships, called Regional Watershed Coordination Teams (RWCT), made up of regional representatives of governmental agencies and stakeholders. At the regional and local levels, priorities are identified in a collaborative way, so these RWCT's believe that they are achieving success in energizing identification of both local priorities and obstacles that inhibit greater watershed improvements.

Among the specific action items that are continuing is the National Watershed Forum, covered in the following article. Also, another interagency subcommittee, the Federal Watershed Management Team, is dealing with the implementation of the Unified Federal Policy for Watershed Management on Federal Lands (published in the Federal Register on 10-18-00). The FWMT is still very active and continuing to work on seeking sound, scientifically based tools for consistent assessment of watersheds on federally owned and managed lands. The goal is to achieve consistent assessments of watersheds on federal lands—i.e., to select an appropriate, mutually acceptable toolkit--so that the agencies can assess the watersheds, and share and compare results. Then, using the assessments, the federal agencies will undertake (in a staged way, depending on future appropriations and priorities) to develop improved management plans for watersheds identified as priorities which are entirely or partly under federal control. This is an important step in continuing our stewardship of federal resources. You can check on progress, completed and ongoing actions, and accomplishments by going to our website: <http://www.cleanwater.gov> (Beverley B. Getzen, CECW-PD, (202) 761-4489, beverley.b.getzen@usace.army.mil) 

Update On the National Watershed Forum

Beverley B. Getzen, CECW-PD

What is the National Watershed Forum? The National Watershed Forum (NWF) is one of the remaining ongoing action items, # 108, from the Clean Water Action Plan (CWAP). Representatives from watershed initiatives around the country will gather in Arlington, Virginia for the first National Watershed Forum (Forum) from June 27th - July 1st, 2001. The Forum is an unprecedented event designed to give voice to geographically, politically, and culturally diverse individuals who will create a

shared vision for the future of our nation's watersheds. This colloquium will forge a stronger partnership between government and its citizens. It will empower community residents to continue their progress in improving the health of their watersheds; and it will inspire government agencies to support the efforts of the growing watershed movement. The Forum will explore new directions for cooperative action to sustain watersheds into the next century and beyond by building on the efforts of Regional Watershed Roundtables being held around the country. These Roundtables have begun stimulating dialogue and interaction among diverse watershed interests to address barriers to watershed protection and to develop solutions for overcoming these barriers. The Forum will take these efforts even further.

To ensure a balanced representation of the diverse interests that have a stake in watershed protection and restoration, 500 delegates from a wide variety of public/private perspectives and geographic regions will be invited to attend the Forum. Delegates will be able to:

- Voice their ideas and opinions, through interactive discussion sessions, to help build an agenda for the future of watershed management efforts,
- Participate in a wide variety of peer-to-peer learning opportunities,
- Interact with experts and key policy decision-makers from around the country.


After the conclusion of the Forum, delegates will help communicate the results to others from their regions and/or interest sectors.

Who is Convening the National Watershed Forum? The Forum is being convened and facilitated by the Meridian Institute, a non-profit organization whose mission is to increase society's ability to solve problems and resolve conflicts arising from the integration of environmental, health, economic, and social issues. Meridian is working in collaboration with the Environmental Protection Agency, other cooperating federal agencies, and a Forum Steering Committee to design the Forum. The Steering Committee is comprised of non-federal representatives of the Regional Watershed Roundtables, several of the cooperating federal agencies, and other diverse watershed interests (homebuilders, mining, agriculture, forestry, state and local governments, tribes, conservation districts, and recreation interests). The Steering Committee will be responsible for designing a Forum that integrates and responds to the needs of its attendees, and that creates a framework for ongoing work and collaboration.

Additionally, a Forum Advisory Group is being developed to provide opportunities for involvement in the Forum planning process from an array of stakeholders and governmental interests not represented on the Steering Committee. The Advisory Group will review the work of the Steering Committee and provide input to the Meridian planning team throughout the process.

Beverley Getzen represents the Corps on the Federal Agency on the Forum Steering Committee. With an estimated 4,000 local watershed efforts nation-wide, the task of identifying participants will be critical. Participants from the Regional Roundtables are expected to represent a significant number of participants in the Forum (about 350 delegates will come from the Regional Roundtables and represent diverse watershed interests such as tribes, local watershed groups, agriculture, conservation districts, local and state governments, forestry, developers, etc.). Additionally, there are about 55 delegate slots being held open in order to fill in any diversity gaps that the Roundtables were unable to fill. There will be about 95 federal delegates which the Federal Forum Steering Committee is currently developing a process for selection. Meridian and the Forum Steering Committee will strive to balance interest sectors, geography, types of watershed initiatives, substantive expertise, and other important factors identified by the Forum Steering Committee.

Each Regional Watershed Roundtable has a representative on the Forum Steering Committee. Additionally, Meridian will analyze and synthesize the results of the Regional Roundtables and produce a summary Roundtable Report for the purpose of integrating the ideas and momentum of these prior efforts into the Forum planning process. Meridian will circulate the results of the synthesis to the Forum Steering Committee, selected Regional Roundtable participants and other key decision-makers and seek comment for the purpose of improving the Forum planning. The synthesis will serve as one vehicle for identifying the critical issues, concerns, barriers, opportunities, and lessons that will form the basis for the development of the Forum agenda and objectives. It will be distributed as background material to Forum attendees via the website and paper copies. Using the synthesis of the Regional Roundtables as an initial framework, Meridian will work with the Forum Steering Committee to identify goals and objectives, build the agenda, and determine the approach to Work Sessions and other forms of interaction at the Forum. The Watershed Forum Action Team has nearly finalized a report entitled “Restoring and Protecting America’s Watersheds” which will be published soon and which will help to frame and identify the challenges to watershed health, opportunities for, and obstacles to improved watershed management. The draft of this report was recently sent to each CWAP coordinator.

You can access the NWF site from Meridian's homepage: <http://www.merid.org>
Or go to <http://web.mitretrek.org/meridian/home.nsf/activities> (Beverly B. Getzen, CECW-PD, (202) 761-4489, beverley.b.getzen@usace.army.mil) 

Duwamish Green Ecosystem Restoration Project


Alicia Austin, Seattle District,

The Seattle District of the U.S. Army Corps of Engineers launched the Duwamish/Green River Ecosystem Restoration Project, into the final planning and design phase this January after completing 4 years of feasibility and reconnaissance studies. Many individuals and organizations have been instrumental in these efforts including King County, the local sponsor, 16 municipal cities, the Muckleshoot and Suquamish Tribes, local resource agencies, and special interest groups.

The proposed restoration focuses on improving the overall health of the Duwamish Green River Basin to enhance and restore fish and wildlife habitat. Of special interest are the habitat needs of the listed endangered species Chinook salmon and bull trout that are present within the basin. Potential projects were proposed and screened by the Watershed Restoration Group, composed of county, stakeholders, scientists, and corps officials. Projects were scored according to environmental evaluation criteria: 1) effectiveness of project in addressing one or more limiting factor including barriers to fish passage, reduction in channel forming flows, loss of channel diversity in the lower river, loss of estuarine and floodplain habitat, reduction in large woody debris, loss of sediment sources, increase in water temperature; 2) scale, size and effect; 3) feasibility, technical and political; and 4) potential for wildlife benefits. Once potential project sites were determined, 48 alternative plans which incorporated varying levels and degrees of restoration action and sites within the watershed were evaluated in an incremental cost analysis. To compliment the ecological criteria, local landowners and interested parties provided plan formulation input through a combination of public workshops and field trips. In these informal settings, the Corps has received both verbal and written input to incorporate local needs and direction in the development of site specific restoration criteria supportive to local goals. Assessing and incorporating the desires of stakeholders into the restoration plan will continue throughout planning and design.

The preferred alternative maximizes site specific benefits while generating basin-wide ecosystem restoration effects. It includes a multi-species approach to restore ecological resources and processes that would benefit multiple fish, riparian, and riverine wildlife species. Specific design features to achieve these goals include: culvert modifications and removal of stream blockages; levee modifications, removal or set back; restoration of estuarine/tidally influenced marsh habitat and wetland connection; side channel modifications/restoration and reconnection; levee/bank bioengineering; tributary restoration; gravel replacement; large woody debris placement/ engineered log jams; system wide revegetation; landslide rehabilitation; and slope and bank stabilization. In addition to site specific actions, the preferred alternative also incorporates programmatic measures, aimed specifically at the underdeveloped portions of the basin. Here, we want to restore the natural physical processes that create habitat, for example introduction of gravels and large woody debris, both of which are restricted by the Tacoma Water diversion and Howard Hanson Dam. These measures will allow the river to meander within the floodplain and provide more aquatic habitat opportunities for some threatened or listed Endangered fish and wildlife species.

The project will be implemented over a 10-year construction period scheduled to begin summer of 2002. Recently, the Duwamish Green was selected as one of 12 National Stream Corridor Restoration Showcases, see <http://www.epa.gov/owow/showcase/duwamish/> for more information. Also, to download a copy of the Green/Duwamish feasibility report and project site map, see <http://www.nws.usace.army.mil/pm/GDProject.html>. The Stream Corridor Restoration Handbook, can be downloaded at <http://www.epa.gov/owow/wetlands/restore/>


For further information, please contact Noel Gilbrough, Project Manager, (206) 764-3652, noel.l.gilbrough@usace.army.mil, Alicia Austin, Assistant Project Manager, (206) 764-5522, alicia.m.austin@usace.army.mil, or Pat Cagney, Environmental Resources Coordinator, (206) 764-6577, patrick.t.cagney@usace.army.mil. 

American Heritage Rivers Update

Beverley B. Getzen - CECW-PD

The American Heritage Rivers (AHR) Interagency Team is continuing to work with the River Navigators, River Community Partners and, where identified, River Pilots to provide advice and assistance on the workplans and Keystone Projects each community has identified or selected. The AHR initiative matches well with policies and programs aimed at local empowerment, thus the community partners and all their supporters continue to embrace the AHR initiative as an identifying and unifying concept. All the Federal agencies which comprise the partnership are maintaining their commitment to support the River Navigators, so the Corps still provides the River Navigator for Upper Mississippi River, Mr. Owen Dutt, and the River Navigator for the New River, Mr. Ben Borda. There is evidence of growing support at all levels, demonstrated by the increased funding streams aimed at addressing the AHR community priorities. Some grants and other funding mechanisms even assign additional points for AHR proposals. Furthermore, several cities and communities have requested that the White House include them in previously designated AHR's. And, numerous other river communities are pressing for designation of their rivers because it is seen as a valuable identification that gains the river partners additional attention and access in many different forums. PBS has approved development of a series of films about each AHR river and fund raising is underway by the AHR River Community Partners, via their river coalition, a 501(c)(3) organization. The Congressional Caucus continues to offer its strong support for the aims and goals of the AHR Community Partners. The Community Partners and River

Navigators met in Washington, DC, last month and plan another meeting later in the summer with the Interagency Team.

The AHR Annual Progress Report has been printed and copies will be mailed to each MSC for distribution to districts and stakeholders. Even if your MSC or district boundaries do not include a designated American Heritage River, you may find the information valuable as a demonstration of how strong partnerships can yield great results. Furthermore, if your area of responsibility includes a designated river, you may wish to establish contact with the River Navigator and offer advice and assistance to that person and the communities along the river. More information can be found at our website: <http://www.epa.gov/rivers/> (Beverley B. Getzen, CECW-PD, (202) 761-4489, beverley.b.getzen@usace.army.mil) 

Developing New Partnerships

Owen D. Dutt – CEMVS-PM-A

For the past two years I have been working with 58 river communities located along the Upper Mississippi River from Bemidji, MN to St. Louis, MO. These communities represent one of the 14 designated river areas selected as part of the American Heritage Rivers Initiative. Each of these designated rivers has an individual called a “River Navigator” assigned to it. The “River Navigator” is a full-time federal employee dedicated to assisting participating river communities identify, and use, federal agency programs that may help them achieve their economic, cultural, and environmental community development objectives. I have the privilege to serve as the “River Navigator” for the Upper Mississippi River designated area.

This experience has given me the opportunity to consider the manner in which we frequently interact with potential customers. It has also given me the opportunity to consider how we can do a better job of responding to public requests for assistance and, at the same time, develop new partnerships.

Being a good listener is critical. Too frequently we are quick to conclude there is nothing we can do to assist a potential customer simply because their problem isn’t addressed by one of our COE authorities. When we do this we are missing out on one of the greatest opportunities to develop a new and long lasting partnership. Many potential customers don’t come to us because they know they need a COE project, they come to us because they know they need help. When we tell them that there is nothing the Corps of Engineers can do, they begin to have the same feeling we all experience when some clerk tells us they don’t work in that department. However, we can significantly improve our approach to customer care if we listen carefully to understand the customer’s problem. Take time to document it, write it down along with customer contact information.

Once you have a clear understanding of the problem, take the time to try to help your customer find ways to address this need. Follow-up isn’t all that time consuming and difficult, here are few tips to help you get started:

1. Get acquainted with other agency programs. One good reference to have on hand is:

U.S. Environmental Protection Agency. 1999. Catalog of Federal Funding Sources for Watershed Protection (Second Edition). EPA 841-B-99-003. Office of Water (4503F), United States Environmental Protection Agency, Washington, DC. 129pp.

2. Don't hesitate to call other agencies to inquire about their assistance programs. Give them the name and phone number of your customer and ask them to call them. Do likewise with your customer. Remember, if you find work for another agency, you've strengthened an interagency relationship.
3. Establish a Point of Contact person in each of the Federal and state agencies in your area and place them on a group email list so you can send them customer related information and questions. Don't hesitate to use this listing to ask questions related to customer problems.
4. Subscribe to list servers that put you in contact with other people who are working similar problems or providing grant information that may help your customer. Use these list servers to ask questions about ways to help your customer solve problems.
5. Bookmark helpful web sites. Examples of this include:

Notices of Funding Availability (NOFA's). <http://ocd.usda.gov/nofa.htm>


The Catalog of Federal Domestic Assistance (CFDA).

http://www.cfda.gov/public/browse_by_typast.asp

FedWorld Information Network. <http://www.fedworld.gov/>

6. Identify customers that are having similar problems and encourage them to exchange ideas.
7. Take time to help your customer conduct a partnership meeting to explore opportunities for addressing their problem. Invite Federal and state agencies, NGO's and private foundations to this meeting and have your customer make a presentation to the group. Help them identify other resources that may be available to address their problem.
8. Don't give up! One of the real values of documenting customer's needs is being able to periodically review them and check back with your customers to get an update on the status of their problem. This not only gives you current information, but it also tells your customer you're still looking out for them and they haven't been forgotten.

This type of customer care will almost always assure you of success. Even if you don't find a COE project, or any other resources to help your customer, you will have a customer that knows you care and that you're mindful of their need. This is a customer that will not only speak highly of you and your agency, but also one that will come back to you. This kind of customer care can help make us the Federal agency of choice. Try it!

(Owen D. Dutt phone: 314/331-8450; email: owen.d.dutt@mvs02.usace.army.mil 


Baltimore District Planning Division Military and Support For
Others Program

Larry Eastman, CENAB-PL-E

Does Civil Works Planning = Military. You bet! Especially if you work in Baltimore District. As planners, we tend to think of the six-step planning process in terms of civil works studies only. In

Baltimore District, a large number of military and Federal agencies benefit from our application of the planning process. By applying our civil works planning experiences and expertise to issues and matters of concern to our Military and Support For Others customers, we are able to work with them to identify problems and opportunities, formulate and evaluate alternatives and provide recommended actions for their consideration. In doing so, Baltimore District provides valuable decision-making information to military and Federal land and facility managers. For the Corps this means “same planning, different customer”.

Planning Division in Baltimore provides a full range of planning and environmental services to military and Federal agencies. These services include, but are not limited to facility management services, compliance support including NEPA, NHPA and pollution prevention, and watershed planning and management. Organizationally, Planning Division dedicates staff resources to the execution and management of ongoing work, as well as to the enhancement of relationships with existing and potential new customers. Through the delivery of high quality planning products, regular and recurring contact with customers, and a willingness to think “outside the box”, Planning Division continues to develop opportunities in new and emerging environmental areas, such as sustainable development.

As the lead Corps district on the Federal Chesapeake Bay Restoration Program, Planning Division works closely with Military and Federal agencies to provide services to achieve Bay restoration objectives and requirements. On 4-5 June 2001, Planning Division will be conducting the second in a series of Chesapeake Bay workshops for Military and Federal land managers. The two-day workshop on integrating environmental design and facility management to create sustainable facilities will be held at the Patuxent Wildlife Refuge Conference Center in Laurel, MD. The workshop will include an overview of legislative and regulatory requirements facing Bay-area managers and presentations of sustainable site management tools and case studies. lawrence.d.eastman@usace.army.mil (410) 962-3208. 

Training in Holistic Disaster Recovery

Jacquelyn L. Monday - Natural Hazards Research and Applications Information Center


How a community can build sustainability while recuperating from a natural disaster, August 27-30, 2001 in Boulder, Colorado

This training course will show communities how the long-term recovery period after a disaster can create a better place to live, protect the natural environment, improve resistance to disasters, involve and support a diverse population, improve business opportunities, manage growth, and preserve the community's history, culture, and other attributes for future residents. Whether the community is just getting recovering from a hurricane, earthquake, flood, or other disaster, or is looking ahead to plan for such an event, this training will provide knowledge, ideas, guidance, examples, and other resources needed to build a sustainable community—especially after a disaster.

More information about travel and local accommodations is available from the Hazards Center; (303) 492-6818; fax: (303) 492-2151; e-mail: hazctr@colorado.edu. More information about the training course is available from Jacki Monday, Program Manager, Natural Hazards Center, 482 UCB, University of Colorado, Boulder, CO 80309-0482; (303) 492-2149; e-mail: jacque.monday@colorado.edu. 

Instructions for Contributors to Planning Ahead

This newsletter is designed to improve the communication among all the planners and those we work with throughout the Corps. We hope that future editions will have mostly information and perspective from those of you on the front lines in the districts. We hope that these notes become a forum for you to share your experiences to help all of us learn from each other. We can't afford to reinvent the wheel in each office. We welcome your thoughts, questions, success stories, and bitter lessons so that we can share them on these pages. The articles should be short (2-3 paragraphs) except in some cases where you just have to say more.

- Use MS WORD, if at all possible
- Use "normal" style
- Use Times New Roman font, 11 point
- All text should be left justified with start of each paragraph indented by one tab stop.
- Each article should have short title with only initial letter of each word capitalized
- Following each title should be author's name and organization
- Last line should be contact information – phone number or e-mail address 

Subscribing to Planning Ahead

To subscribe to our distribution list, send an e-mail message to majordomo@usace.army.mil with no subject line and only a single line of text in the message body.

That single line of text should be: "subscribe ls-planningahead".

If you want to be removed from the distribution list use: "unsubscribe ls-planningahead".

To obtain a 'help' file, send only the word 'help' in the text of the message (nothing in the subject line) and address it to majordomo@usace.army.mil.

The web site for additional information is: <http://eml01.usace.army.mil/other/listserv.html> 

Submissions Deadline

The deadline for material for the next issue is **29 May 2001**

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